

ARMY MANAGEMENT STAFF COLLEGE



THE PREMIER COLLEGE FOR ARMY LEADERS



WWW.AMSC.BELVOIR.ARMY.MIL



Thayer Hall



Knadle Hall



Humphreys Hall

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THE ARMY MANAGEMENT STAFF COLLEGE

INTRODUCTION

Today, more than ever, civilian and military leaders and managers must be prepared for today's business world. If that business is as large as the Army and as wide as the world, how do you prepare functional experts to become executives — to apply their knowledge, perspective, and skills to lead others? The Army Management Staff College provides professional programs that can and do develop leaders who take pride in knowing their business. We prepare our next generation of leaders to guide the Army's sustaining base organizations and programs — that is, anything that gets soldiers and their supplies and equipment to the battlefield; sustains them while they are there; gets them home again after the conflict has ended; and ensures the self-sufficiency of their families while they are away.

Part of knowing our business is learning about future technology to provide you the best education possible. One of our most recent developments is our electronic application process (EAP). Using Internet access to our web site www.amsc.belvoir.army.mil, you can now register for our programs online. This streamlined process allows you to submit your application directly to your supervisor for approval. You can also track your application through the approval process and receive instant feedback on its status.

We continually strive to provide you a quality educational experience by improving not only our programs, but by also improving our processes, which are the means by which they are delivered. We are developing new avenues of learning with our e-campus, which features, among other things, research materials and resource links, simultaneous dialogue, discussion board topics, and file exchange capability—all key to successful learning.

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Our History

Our Commandants



Col. William T. Zaldo III
July 1986-June 1989



Col. Arthur F. Bondshu
Aug. 1989-June 1992

In 1985, the Chief of Staff of the Army approved the establishment of a learning institution to educate and prepare Army civilian and military leaders in sustaining base leadership and management operations. The Army discovered that civilians in or entering into leadership positions were ill prepared for the challenges they faced, while their military counterparts received leadership training in military staff and senior service colleges. The Army also realized that it needed a comprehensive program to train military and civilian leaders in Army-specific subjects geared to the sustaining base. These factors led to the creation of the Army Management Staff College.

We opened our doors at the Maritime Institute of Technology and Graduate Studies in Linthicum, Md., in 1987. Our first Sustaining Base Leadership and Management program had 42 civilian and eight military students representing 17 commands, 19 civilian career fields, and eight military career fields. As enrollment grew to 100 students per class, we moved to the Radisson Mark Plaza Hotel in Alexandria, Va.

Our reputation as a key source for professional growth and knowledge grew rapidly, and our class size expanded to 200 students. We moved to Fort Belvoir's Humphreys Hall as our permanent home in 1993, and, once again expanded. Thayer Hall and Knadle Hall soon joined our campus to provide library and lodging services to students.

In 1994, the Assistant Chief of Staff for Installation Management, at the direction of the Vice Chief of Staff of the Army, asked us to prepare garrison and area support group commanders to effectively lead and manage diverse garrison functions, organizations, and operations to accomplish the total installation mission. In response, we then developed the Garrison Precommand Course. Next, we developed the General Officer Installation Command Course, which prepares installation commanders to effectively lead and manage the diverse and interlinked multiples of existing and emerging sustaining base programs and policies. Garrison sergeants major soon discovered the

potential value of a course dedicated to their roles and linked to the garrison command team concept. In 1997, we piloted the Garrison Sergeants Major Course, which was institutionalized in 1999.

Personnel Management for Executives, first established in 1954, was transferred to AMSC from the Army Civilian Center for Human Resources Management in 1997. PME, part of the Army's civilian leadership training common core, is an important part of today's leadership foundation. It focuses on solving problems and evaluating the people issues of an organization.



Col. Hugh Clark
June 1992-Aug. 1996



Col. Jerre W. Wilson
Aug. 1996-July 1998



Col. Douglas M. Harris
July 1998-Aug. 2000



Col. Philip L. Wilkerson, Jr.
Dec. 2000-July 2002



Col. Thomas E. Sittnick
July 2002-Jan. 2003



Dr. Ursula G. Lohmann
Jan. 2003 -Sep. 2003



OUR MISSION

To educate and prepare Army civilian and military leaders to assume leadership and management responsibilities throughout the sustaining base

To provide consulting services and conduct research in support of the sustaining base

OUR VISION

The college of choice for the sustaining base

OUR VALUES

Learning: We believe in the inherent potential of all people to learn, grow, and contribute. We actively seek professional and personal growth through life-long learning.

Caring: We foster an environment that promotes understanding, encourages mutual trust and respect, and appreciates individual differences.

Innovation: We constantly seek improvements that add value. We recognize that good ideas come from every member of the organization and we nurture an environment in which those ideas can easily surface and be acted upon.

Excellence: We continually seek to raise the bar on professionalism and quality.

Team Work: We are committed to creating an environment of trust, commitment, integrity, honesty, and mutual respect where all people work together toward a common goal.

Communication: We encourage open and honest communication. We listen to and seek to anticipate the needs of others.

Accountability: We demonstrate good stewardship in support of and consistent with the Army's requirements.

OUR GOALS

*Provide the highest quality education and serve as the primary information resource
for the sustaining base*

Recruit, develop, and retain the best-qualified staff and faculty

Leverage resources to enhance organizational processes and outcomes

Deliver responsive and relevant programs

Create and maintain a world-class learning environment

WE DEVELOP LEADERS WHO:

Can:

- Lead people
- Make decisions and solve problems
- Write clearly and concisely for internal and external audiences
- Communicate orally with internal and external audiences

Know:

- Mission, roles, functions, and organizations of the Army
- Major command missions, goals and objectives
- Relationships among Army systems (money, people, things and places)
- Command vision at the next higher level
- How their organizations fit into the Army context

Have:

- Vision — and see connections
- Flexibility
- A "can do" attitude
- Selflessness — are organizationally focused



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AMSC PROGRAMS

SUSTAINING BASE LEADERSHIP AND MANAGEMENT RESIDENT PROGRAM



Our fast-paced, challenging Sustaining Base Leadership and Management (SBLM) programs provide graduate-level professional development across functional areas for leaders and managers at all levels of the Army's sustaining base.

Our graduates say that SBLM is a life-changing experience! Our statistics show that after attending our programs, graduates promote faster, enjoy job mobility, and assume greater leadership roles. As a student, you build worldwide networks with other students that last throughout your career, and often your lifetime. After completing our resident or nonresident program, you will become an SBLM ambassador by mentoring your peers and subordinates and by sending your best and brightest employees to the program.

Both SBLM programs are based on three competency areas — leadership, communication, decision-making and analysis — and three content competencies — Army cultural literacy, environment, and readiness systems, which are integrated

throughout the curriculum. Seven learning areas are also interwoven throughout the curriculum to build a total picture of how leaders impact every aspect of Army operations. Periodically, specific requirements change to complement continuous improvements in our program, but the intent is the same — to provide you with the greatest learning experience in your career. You will complete your studies with a capstone exercise that integrates all facets of your learning.

The SBLM resident program employs a variety of educational techniques like senior Army guest speakers, seminar discussions, research projects, practical exercises, case studies, field trips, lectures, and student



leadership opportunities. Through written and oral evaluations, you will practice leadership roles and demonstrate your knowledge of the mission, roles, functions, and organization of the Army. You will learn to see the big picture — the relationships among Army resources (money, people, things, and places) and the larger economic, social, and political environments within which Army leaders must manage and make decisions. Most importantly, you will see how you contribute to the Army mission.

SBLM focuses on enduring principles and concepts rather than transient or procedural activities. The curriculum stresses critical thinking, participation, and real-world case studies among student and faculty-student teams.

SBLM is a pass/fail program. To receive a diploma, you must pass all evaluations. You will also undergo a battery of diagnostic instruments to help you understand how your unique characteristics affect your role as a leader and manager. Typical areas assessed include writing skills, management, leadership qualities, individual personality types, and learning styles. Included are assessments provided by supervisors, peers, subordinates, and self-assessments. These instruments, supported by ongoing feedback from faculty advisors, help you recognize and identify your weaknesses and develop your strengths.

Hands-on team leadership and development activities help you learn new ways to solve problems.

prework before you arrive. SBLM prework introduces you to the program's academic environment, reinforces your expectations of the program, provides you with an overview of the curriculum, and introduces you to the study of leadership.



Curriculum. Our SBLM resident program offers a uniquely formatted, quality curriculum in which you can explore the Army, the world, and yourself as a leader in both.

Pework. Prepare for our rigorous program by completing required

Leader Skills. Analyze the principles and theories of leadership, management, teams, and organizations, and assess how these theories relate to the Army culture. Apply analysis, problem solving, decision-making, critical and creative thinking, and communications skills to writing, briefing, and debating exercises required for successful completion of the program. Since cohesive teamwork and networking are vital to successful organizations, you will establish group norms, identify individual and corporate strengths, and form working relationships with each other. Analyze your individual health and fitness, leadership styles, learning styles, personality, and incorporate feedback to improve your overall leadership skills. You will participate in one-on-one counseling sessions with your faculty advisors and develop plans to enhance your leadership abilities.



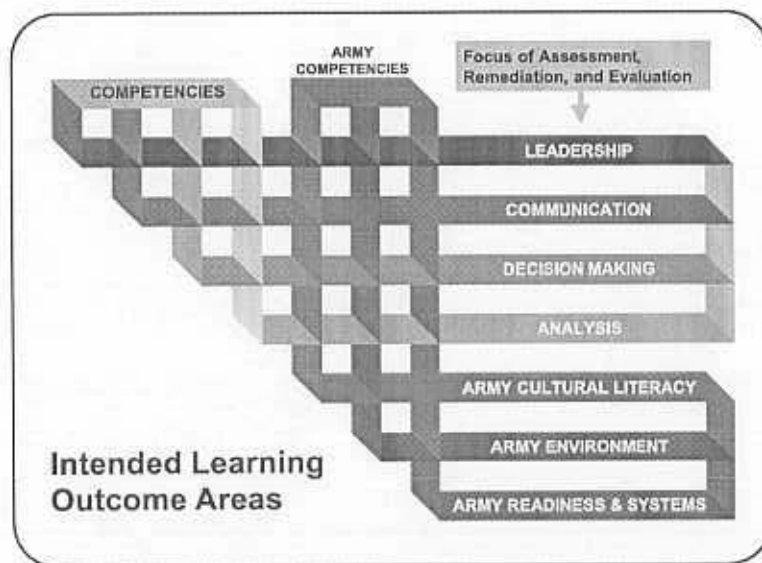
During the Capstone exercise, you will analyze how different leadership styles affected the outcome of a major battle of the Civil War. This practical exercise gives you an opportunity to demonstrate your cumulative knowledge, leadership, and analytical skills.

Army Cultural Literacy. Examine the Army's culture, history, and core capabilities and analyze how they influence today's total force. Explore the essential roles, missions, and functions that your organization plays in making the Army work as a total team and examine how those elements support our nation's defense requirements.

Army Environment. Analyze the conditions and circumstances that affect the national security environment and the relevance of the

Army within that environment. Review the development of national level strategies, examine how to advance the Army's interests, and analyze how the nation plans to use the elements of power to achieve its objectives. Through this study, you will discover how the Army's projected power is key to executing the National Military Strategy.

Army Readiness. Acquire a broad-based knowledge of the systems and processes that organize, structure, man, equip, train, sustain, and resource the force in order to plan, program, and implement the changes that are required to position



leadership position, and serving in or having potential advancement to a key leadership position. Army officers, major or lieutenant colonel rank, chief warrant officers, sergeants major, or command sergeants major interested in attending should contact your career branch assignment officer or go to www.perscom.army.mil.

Application Process. Army civilians may apply online at www.amsc.belvoir.army.mil. Military members must contact your branch assignment officer. Other interested federal employees should contact the registrar's office.

Selection and Notification. Department of the Army civilian applications are competitively evaluated by the Headquarters,

the Army for the 21st Century. As leaders in the Army's sustaining base, you must understand the processes used by the Army and apply them to influence the priorities and objectives within your own organization.

Capstone. Participate in an overarching exercise to apply the knowledge you've gained throughout the program and evaluate significant issues that impact the Army as a whole. Through leadership, decision-making, analysis, and communication, you will discover that leadership concepts always remain the same regardless of the situation.

Eligibility. Army civilians in grades GS-12 through GS-14 (GS-11s and 15s by exception) or in an equivalent nonappropriated fund grade are eligible if currently serving in or destined to be appointed to a sustaining base



"Since my employee graduated from SBLM, he has exercised an increased amount of initiative and successfully led projects involving greater degrees of complexity."

Department of the Army Selection Board. The board makes its selection based upon its assessment of your potential to assume a key leadership position in the Army. Notification of your selection is released by message through command channels by the Office of the Secretary of the Army (M&RA). If you are notified of primary or alternate selection status and have a location or phone number change, you must inform the registrar's office.

Length. 12 weeks of residency with two weeks of prework. Program offered three times per year.

Class size. 165 students for spring and fall programs, 90 students for summer program.

Funding. Army civilians are centrally funded. Corps of Engineers civil works employees, civilians paid by Army Reserve or National Guard funds, non-Department of the Army employees, and military members are funded through their own organizations. Non-appropriated fund employees are funded by Headquarters, Army Community and Family Support Center.



SUSTAINING BASE LEADERSHIP AND MANAGEMENT NONRESIDENT PROGRAM



If you have a compelling personal or professional reason that prevents you from being TDY for 12 weeks to attend the SBLM resident program, our 12-month nonresident program is an ideal way for you to participate.

The SBLM Nonresident Program offers a variety of online techniques to help you learn the linkages, relationships, and dependencies between the elements of the Army's sustaining base. While the content is the same as the resident program, the delivery method is geared to distance learning.

Pework. You must prepare for "attendance" by completing four weeks of prework prior to participating in the first resident week of the program. This includes assessments of leadership skills, learning style and personality preferences, as well as some initial academic work.

Direct Learning. You will attend two short sessions in-residence; one at the beginning of the program and one at the end. The beginning session, called "Foundation Days," is a seven-day resident orientation designed for you to meet your fellow students from around the globe that you will be working with for the remainder of the year. This session helps you discover who you are as a leader, build a cohesive team with your fellow students, and become grounded in the basic academic rigors of the program. The ending session, called "Transition Week," is a five-day session including a capstone exercise that helps you apply many of the things that you learned during the year. The week's activities conclude in a graduation ceremony. There is an optional midterm session of 3 to 5 days held about half-way through the program that is organized, hosted, and funded at students' home stations.

"I have two SBLM graduates working for me. I consider them two of my top performers."



Distance Learning. Through traditional communication methods enhanced with various computer-mediated conferencing platforms, you will stay in close, constant contact with other students and faculty members. Some of the communication platforms and methods AMSC employs include:

Collaborative Discussions. AMSC uses collaborative discussion software called Caucus to allow students to discuss important topics, issues, and questions, and get feedback from other students and faculty. Caucus supports the concepts of teamwork and student interaction. It also provides asynchronous capability — you can sign on anytime, anywhere.

Virtual Seminar Meetings. Similar to Internet chat rooms, you can conduct open discussions simultaneously from your home station. The AMSC Virtual Classroom is used for weekly meetings to touch base with your fellow students and discuss curriculum topics or current events.

E-mail. E-mail is used extensively for submitting written assignments, communicating with other students and faculty, and receiving feedback on requirements.

"I would recommend AMSC to anyone who desires to achieve more personally and professionally"

Mail Service. Although most of the curriculum is paperless and accessible through the Internet, we will mail some nonresident program materials to you.

Videoteleconferencing. When available, we may use Fort Belvoir's Defense Commercial Television Network, which offers two-way color video and audio to transmit to over 300 sites in the DOD-wide system. Up to 25 sites can participate simultaneously in open discussions, briefings, and classroom sessions.

Eligibility. If you are an Army civilian, you must be a GS-12 through GS-14 (GS-11s and 15s by exception) or in an equivalent nonappropriated fund grade. You should be currently serving in or destined to be appointed to a sustaining base leadership position, and be serving in or have potential for advancement to a key leadership position. If you are an Army major or lieutenant colonel, chief warrant officer, sergeant major, or command sergeant major interested in attending, you should contact your career branch assignment officer or go to www.perscom.army.mil.

"AMSC is certainly preparing me to be a more valued contributor to the future of the Army's sustaining base mission. If you come, you will quickly discover there is a lot more here. The seminars get you involved in real-world participation and learning from the get-go."

Application Process. If you are an Army civilian, you may apply online at www.amscl.belvoir.army.mil. If you are a military member, you must contact your career branch assignment officer.

Selection and Notification. Department of the Army civilian applications are evaluated by the Headquarters, Department of the Army Selection Board. The board will make its selection based upon its assessment of your potential to assume a key leadership position in the Army. Your notification of selection will be released by message through command channels by the Office of the Secretary of the Army (M&RA). If you are notified of primary or alternate selection status and have a location or phone number change, contact the registrar's office.



Length. 12 months

Class Size. 90 students

Funding. Department of the Army civilians are centrally funded. Corps of Engineers civil works employees, civilians paid by Army Reserve or National Guard fund, non-Department of the Army employees, and military members are funded through their own organizations. Non-appropriated fund employees are funded by Headquarters, Army Community and Family Support Center.

PERSONNEL MANAGEMENT FOR EXECUTIVES



As part of the Army's civilian leadership training common core, the Personnel Management for Executives (PME) programs play an important role in your leadership development. PME promotes character and values as a vital part of the mission; expands leadership communication competencies; encourages networking and alliance building; applies lessons learned and new ideas to real-time results; and promotes mental and physical wellness. We effectively combine guest speakers, case studies, and informal assessments with your personal and professional experiences. PME teaches that relationships based on trust and respect are key ingredients to success!

PME I concentrates on leadership competencies, workplace issues, networking, relevancy, opportunity, and real-time results. PME I remains a key component in the Army's commitment to develop you into an adaptive leader with character and competence. As a military or civilian federal executive, this program is a forum designed to improve your leadership skills, expand your perspectives, and teach you to generate effective ideas. Throughout the program, you will focus on the "people issues" within your organization.

PME I is an exciting developmental experience that explores leadership concepts and their practical application through challenging curriculum and networking opportunities. You will study major subject areas including adaptive change, the role of the leader, ethical decision-making, communication, stress and wellness, personal leadership styles, and diversity. PME I is not a technical personnel course. Daily presentations by subject matter experts, along with interactive exercises and simulations, active learning peer groups, and relevant reading material characterize the experience.

"I learned many great things about the military and our government, and I came away with all the potential in the world to make DOD better."

PME II focuses on empowerment, change, advanced leadership competencies, and transformational leadership. It is a challenging, five-day program where you will interact with guest speakers, be part of active learning peer groups, and perform individual and group activities to meet the challenges of today's uncertainty, change, and opportunity.

Eligibility. When you apply for a PME course, you must have leadership responsibility and give guidance or direction to the work of others. The target audience is Army civilians, GS-13/14 or wage grade equivalent, and military majors and above. Other federal agency employees at the target grades are admitted on a space-available basis. GS-12 and GS-15 personnel are considered by exception. You and your supervisor should not attend the course together.



Application Process. Complete your application through our website, www.amsc.belvoir.army.mil

Funding. Department of the Army civilians are centrally funded. Corps of Engineers civil works employees, civilians paid by Army Reserve or National Guard funds, non-Department of the Army employees, and military members are funded through their own organizations. Non-appropriated fund employees are funded by Headquarters, Army Community and Family Support Center.

PME I. Two-week course offered five times per fiscal year. Class size: 65. Prerequisite: None

PME II. One-week course offered two times per fiscal year. Class size: 65. Prerequisite: Students must have attended PME I no less than 24 months prior to the start of PME II and meet all other eligibility criteria as specified for PME I.

PME I Program Objectives

- Promote character and values as a vital part of the Army's mission
- Expand communication competencies
- Encourage networking and alliance building
- Apply lessons learned and new ideas to real-time results
- Promote mental and physical wellness

PME II Program Objectives

- Transform self-awareness into an integrated leadership strategy to improve relationships, teams, and organizations
- Manifest stewardship as a guiding force in the organizational culture
- Align trust and develop power and responsibility to strengthen organizations
- Embrace change as a growth process

OUR COMMAND PROGRAMS:

GARRISON PRECOMMAND COURSE

If you are a new, centrally-selected garrison commander, our Garrison Precommand Course (GPC) is just for you! In this course, you will learn about the daily decisions required to command your garrison, and obtain the information you need to make those crucial decisions. The course is hands-on and uses case studies and practical exercises taken from actual garrison situations. You will participate in interactive seminar formats that will help you reach your objectives. The course includes guest speakers drawn from senior Army leadership, industry, and local businesses and focuses on current and future garrison issues. We will develop a commander's desk reference during the course that you can use at your home station.



Curriculum. Our faculty members facilitate seminars. Guest speakers from the Army Community and Family Support Center; Headquarters, Department of the Army; and major commands provide leading-edge topics that include policy and discuss events that affect today's base operations and transformation into the Army of the future. You will participate in a terrain walk to interact with garrison directors and talk with them about current challenges. You will participate in an anti-terrorism/force protection computer simulation exercise and learn techniques and policies that you can use to meet your base operations needs.

We augment the course with visits to selected Morale, Welfare, and Recreation facilities and Directorate of Installation Support and contractor operational sites to promote open discussion on customer satisfaction and service. We will equip you with the tools you'll need to:

- Pay your bills
- Manage your infrastructure
- Work with your base operations contractors
- Sustain your garrison infrastructure

- Support your force and others
- Care for your Army families
- Interact with your surrounding community.

You will learn to apply new perspectives to become an effective, efficient leader.

Eligibility. GPC is mandatory for colonels and lieutenant colonels centrally selected to command garrisons in the U.S. and in area support groups and base support battalions overseas. We reserve a limited number of seats for civilian executive assistants and reserve component garrison support unit commanders.



Prerequisite. You must be assigned or pending assignment as a garrison, area support group, or base support battalion commander; serve, or selected to serve as a civilian executive assistant.

Length. 20 days, four times per year

ATRRS Code. 704

Class size. 18 military and two civilians per class (exception: civilians may use vacant military seats)

GENERAL OFFICER INSTALLATION COMMAND COURSE

The General Officer Installation Command Course (GOIC) equips you, as an installation commander, with the practical tools you need for many complex base operations challenges. We facilitate classroom discussions and show you the influence and relationships among people, money, facilities, logistics, organizations, and doctrine by presenting new evolving initiatives, trends, and installation issues.

Curriculum. GOIC addresses the leadership and management requirements of base operations support from an executive leadership point of view. Led by our expert faculty and Community and Family Support Center faculty and staff in a seminar setting, you will expand your abilities in these areas:

"This graduate sets the standard for everyone in other organizations."

- Reorganize and reengineer for continuous performance
- Use information to meet the needs of your installation's mission and customers
- Lead your assigned employees, contractors, and ongoing privatization initiatives effectively
- Understand the program, planning, budgeting, and executive system process within your installation and base operations
- Improve the performance and capability of your diverse workforce
- Oversee the planning and sustainment of your facilities and infrastructure
- Work effectively with your labor unions
- Fulfill your mission requirements while practicing environmental stewardship
- Support a fiscally-sound, customer-focused Morale, Welfare and Recreation program
- Develop a strategy for effective community and media relations
- Work effectively with private organizations, both on post and in the local community
- Consider ways to improve installation performance through Baldrige Quality initiatives

GOIC's senior level Headquarters, Department of the Army, and major command guest speakers provide insight into current Army policy and resources that influence Army base operations.

Eligibility. Mandatory for all general officers selected as installation commanders and other general officers whose principal duties involve installation management. This includes deputy installation commanders and major command staff principals with installation responsibilities. This is an optional course for all other general officers and senior executive service officials who may attend on a "space available" basis.

Length. 5 days, offered four times per year

ATRRS Code. 704

Class size. 7-10

GARRISON SERGEANTS MAJOR COURSE

Designed for garrison, area support group, and base support battalion sergeants major, the Garrison Sergeants Major Course (GSGMC) is a highly experiential workshop. Delivered as a companion course to the Garrison Precommand Course, it represents the third component of the installation leadership triad of senior mission commander, garrison commander, and garrison sergeant major. If you are a garrison area support group or base support battalion sergeant major, this course is mandatory for you.

Our sergeants major program focuses on the command group level and deals with the activities that garrison sergeants major are involved in every day. It creates a context in which those activities occur and provides current information to support sound recommendations and decisions.

As a student, you are introduced to base operations and installation management functional area structures as well as current doctrine and policy. Employing panels, case studies, and practical exercises, you will explore actual garrison situations and learn the tools, techniques and procedures that commanders and sergeants major use to satisfy mission requirements and take care of a wide variety of garrison support "customers" under conditions of limited resources. Some classroom sessions are interactive and include students from the Garrison Precommand Course. Our stellar guest speaker program includes senior Army leaders and functional area experts who address current and future garrison issues.

Curriculum. GSGMC includes sessions on each of the "big five" important installation management subject areas – financial management; civilian personnel management; facilities and infrastructure management; environmental stewardship; and Morale, Welfare, and Recreation management – plus anti-terrorism, force protection, and consequence management. The course uses a seminar-style approach with expert facilitation by AMSC faculty and the Army Morale, Welfare, and Recreation (MWR) Academy faculty.

Prerequisite. To be chosen as a primary attendee, you must be assigned or pending assignment as a garrison, area support group or base support battalion sergeant major.

Length. 6 days, offered four times per year

ATRRS Code. 704

Number. 20 military per class

CONSULTING AND OUTREACH

As our workload permits, we offer a variety of consulting sessions and instructional workshops that can be delivered right to your home station. Each consulting experience gives us the opportunity to seek information for new and relevant case studies or practical exercises – a potential win-win situation!

Consulting. Our staff and faculty provide you with unique workshops designed to support the Army's sustaining base and serve as a sustaining base resource. Workshops range from focused sessions like leadership and team building exercises for a targeted audience to an overview of our programs or curriculum for a generic, unspecified larger group. Requests must meet several internal requirements including:

- Your needs must be relevant to our mission and curriculum and you must state objectives or desired accomplishments
- You must be prepared to provide:
 - The type or name of the group or individuals involved
 - The type of instruction you desire
 - The date and time you'd like to conduct the instruction
 - The location
 - The type of delivery you prefer
 - Any special circumstances that may impact your request.
- You will be asked to pay all direct costs for consulting services. This may include printing, materials, travel, rental car, and per diem expenses for our staff or faculty who assist you.



Outreach. If you have a specific educational need and you're not sure whether AMSC is the right place, we're happy to discuss it with you. Also, we can work with you to provide onsite briefings about our programs or learning methods. Our experienced staff and faculty can help you with complex problems and concerns that arise by providing consulting services for all sustaining base management areas.

How does it work? Any individual or group may contact us at (703) 805-4713 or DSN 655-4713 or E-mail dean@amsc.belvoir.army.mil to request our services.

Community Outreach. We participate in a wide range of annual events including the American Society of Military Comptrollers Professional Development Institute, Blacks in Government, Federally Employed Women, the Association of the United States Army, Army Health Professions, and various disability and minority events, to name a few. Through our guest speaker program, we also offer presenters for your conventions and special events. Is training on your agenda? Want to know more about leadership and management training opportunities for your organization? Contact us at (703) 805-4766 or E-mail marketing@amsc.belvoir.army.mil.

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AMSC PROGRAM INFORMATION

EXTERNAL PROGRAM REVIEW AND ACCREDITATION



Accreditation. The Army Management Staff College is accredited by the Commission of the Council on Occupational Education (COE). COE describes accreditation as a status granted to an educational institution or program that has been found to meet or exceed stated criteria of educational quality. Accreditation has two fundamental purposes: (1) to assure the quality of the institution or program and (2) to assist in the improvement of the institution or program. An institutional accrediting body gives attention not only to the educational offerings of the institutions it accredits, but to such other institutional characteristics as student personnel services, financial status, administrative structure, facilities, and equipment.

The American Council on Education (ACE) College Credit Recommendation Service. ACE is a nationally recognized educational service that evaluates the Sustaining Base Leadership and Management (SBLM) programs and the Personnel Management for Executives programs. ACE recommends that colleges and universities award credits at the graduate level and the baccalaureate level for alumnae of these programs. The specific award of credit depends upon individual college or university policies and the appropriateness of the credits to the degree in which the student is enrolled.

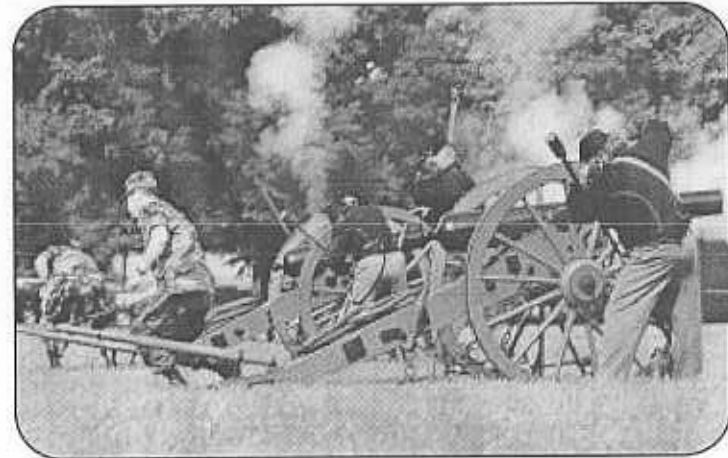
The ACE transcript service allows graduates to receive full documentation for their work at AMSC. The service is designed to make records of non-traditional study accessible and interpretable by post-secondary institutions. Students who want to receive college credits toward degree completion can use the service to provide an official transcript, which specifies the recommendations of the ACE/CREDIT review.

ACE recommended credits by program are:

SBLM resident graduates may earn up to 15 graduate level semester hours including six hours each for government and

logistics management and three hours for either business administration *or* business management; *or* 9 upper level baccalaureate semesters hours including three each in communications, human resource management, and public administration.

SBLM nonresident graduates may earn up to 15 graduate level semester hours that includes three hours for management and strategy and six hours each for government and for logistics; *or* ten baccalaureate semester hours that includes three hours for communications, six hours for management, and one hour for health and wellness.



PME I: Graduates may earn three graduate level semester hours in management, human resource management, leadership, or organizational behavior. ACE also recommends an additional graduate credit hour if students complete a paper.

PME II: Graduates may earn one graduate level semester hour in management, human resource management, leadership, or organizational behavior.

Articulation Agreements. The following colleges and universities maintain special agreements with AMSC to grant graduate level credits for completing the SBLM program:

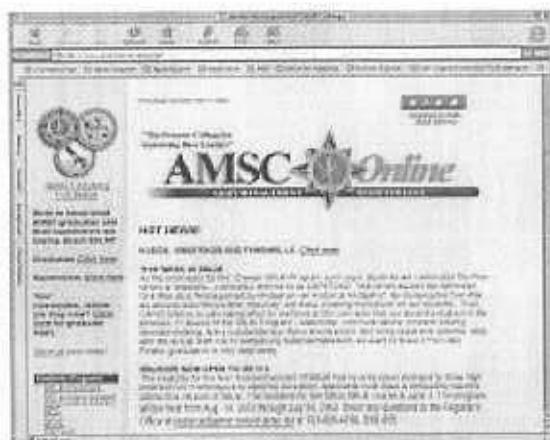
Central Michigan University

Strayer University

American Military University

University of Maryland University College

Webster University



These colleges and universities allow credits to be applied to specific programs, depending upon the course of study chosen.

Our SBLM program was selected as a top leadership developing program and included in Best Practices in Leadership Development, published by Jossey-Bass Pfeiffer.

Honored by the American Productivity and Quality Center Recognition. In 2001, AMSC earned the American Productivity and Quality Center award for recognition of innovative performance in planning, implementing, and evaluating e-learning initiatives. The award was the end result of a consortium benchmarking study on e-learning initiatives. The study was conducted among five nationally recognized organizations chosen as

"best practice partners" including IBM, General Motors, Proctor and Gamble, and Booz-Allen-Hamilton. The American Productivity and Quality Center, a nonprofit organization, conducted the study. The center is supported by approximately 500 companies, organizations, and educational institutions and has served for more than two decades as a source of process and performance improvement for all types of organizations.

International City/County Managers Association/AMSC Partnership. AMSC is in partnership with the International City/County Managers Association, a non-profit professional and educational organization, to foster an exchange of information about management practices, educational materials, and partnership opportunities between local governments and military facilities. With membership of over 8,000 appointed administrators and assistant administrators serving cities, counties, other local governments, and regional entities, ICMA supports AMSC in its pursuit of project development, joint educational opportunities, and city/installation relationship development and management practices.



GENERAL INFORMATION

The Army Management Staff College serves three purposes: First, it supports the Army's civilian training, education, and development system; it educates Army civilian and military leaders to assume leadership and management responsibilities throughout the sustaining base. Second, it promotes the bonds between civilian and military leaders that enhance the Army's cohesiveness. Third, it adds to the body of sustaining base knowledge through research and consulting and acts as a resource to the DOD and Army communities.

Our programs approach education through broad-based leadership, management, decision-making, and integrative knowledge of the Army, especially its existence in a current, dynamic world environment. Our philosophy is to educate rather than train. We use a variety of tools and techniques such as guest speakers, case studies, practical exercises, lectures, field trips, reading and writing, and research to reinforce our philosophy.

Statement of Student Responsibility. Together we are a learning team that shares educational responsibility. We are committed to providing you the program, curriculum, and assistance that you need to succeed while you are here. You are responsible for preparing for class, studying, completing and turning in assignments on time, preparing and presenting briefings and studying for and taking examinations. You are also responsible for knowing the policies and requirements for our programs.

We are committed to creating and sustaining a learning community that facilitates your academic, personal, and professional development. Fundamental to our joint commitment is the expectation that you will:

- Be honest
- Demonstrate respect for yourself and others



- Demonstrate respect for the principles stated as Army Values, FM 22-100
- Demonstrate respect for the law
- Demonstrate respect for Army and AMSC policies and understand the administration, and processes for changing them

We guarantee your right to learn while protecting the fundamental rights of your fellow students. Our concept of rights and freedoms carries with it corresponding responsibilities for which you are accountable. It is your responsibility to know and abide by the regulations and policies that govern our programs.

Honor Code. We are committed to Army values as outlined in FM 22-100, Army Leadership. Inherent in these values is integrity and ethical conduct. By pledging to support the Army Management Staff College Honor Code, you agree to uphold the standards as outlined in our academic guide.

Attendance Policy. Academic performance is related directly to your attitude, enthusiasm, and cooperation in all educational areas and will be considered demonstrated performance of leadership and managerial potential. It is mandatory that you attend all activities, unless properly excused. As a general policy, your absence from scheduled academic instruction will not be approved unless it is deemed an emergency. You must resolve prior commitments that may conflict with your attendance prior to arriving. If you have questions or need assistance, contact the registrar's office or the dean of academics.

Students with Disabilities. By law, if you have a disability, you have certain rights including confidentiality, equal and fair treatment, equal access to education, and provision of reasonable accommodations based on your special needs.



Our programs are available to you regardless of physical or mental limitations. Special accommodations can include seating, lodging, and special meals and are handled on a case-by-case basis. Although we don't offer a structured program for specific disabilities, we can coordinate a variety of services for you to accommodate your needs. However, we need to know your limitations. You can help us by:

- Presenting documentation, record, or proof that indicates your physical or mental impairment and how it may limit your participation while attending our program. Documentation includes letters or certifications from physicians, psychiatrists, other persons or agencies qualified to make diagnoses of disability
- As soon as you are notified of selection to attend our program, contact us to identify the special accommodations you will need. It is critical that you inform the registrar's office of all your accommodation needs at least four weeks prior to attending the program



Facilities. During your stay with us, we will make every effort to help you feel at home.

Travel Orders and Settlement Vouchers.

- You may bring several copies of DD 1351-2, Travel Settlement Voucher, with you when you arrive
- If you are a centrally funded Department of the Army civilian attending SBLM or PME, we will prepare and mail your travel orders approximately 2-3 weeks prior to the start of the program. Before you arrive here, you will receive an electronic funds transfer (EFT) form to complete and return to our Resource Management Office via facsimile. Completing this form ensures you will receive your reimbursements on time. You must file your travel settlement vouchers at the end of each month through our resource management office

- If you are not centrally funded, you are responsible for preparing your own travel orders. You must file your settlement vouchers with your home station finance office
- If you are a command program student, you will prepare your travel orders at your home station. You must file your settlement vouchers with your home station finance office

Lodging.

- If you are a PME student, you will be assigned accommodations near your training site
- If you are an SBLM or command program student, you will reside at Knadle Hall or another on-post facility with similar accommodations. Knadle Hall, located across the street from Humphreys Hall, offers clean, cozy, efficiency-style rooms. Each room has a private bath, double bed, digital alarm clock/radio, closet and study space, TV/VCR, and a safe for storing your valuables. Some features include an iron and ironing board, toaster, microwave, two-burner stove, sink, small refrigerator, dishes and flatware for two people, and cooking and kitchen utensils. Washers and dryers and daily housekeeping services are provided free of charge
- Smoking and handicap accessible rooms are available

Dining. Meal arrangements vary for each program. Several post facilities and many off-post facilities are available to you if you are on per diem. Post Exchange privileges are available, providing you show a copy of your travel orders. Commissary access is restricted to active duty, reserve, and retired military and their dependents. If you are an overseas student, you cannot transfer your commissary privileges.

Transportation. You must provide two pieces of photo identification and a copy of your travel orders to access Fort Belvoir. If you are driving your unregistered personally owned vehicle or a rental car, you must register on post. Provide proof of insurance, a valid driver's license, vehicle registration or rental car agreement, and proof of military affiliation. Free parking is available at Knadle Hall. We neither fund nor reimburse rental car expenses. You may use other transportation options while on campus including public bus, taxi, or carpooling with fellow students.

Banking Services. SunTrust Bank and the Fort Belvoir Federal Credit Union, located on Fort Belvoir, provide banking services. The JAG provides notary services for official business at no cost. SunTrust Bank offers notary services for a small fee (unless you are a SunTrust member).

Health and Fitness. We strive to provide a fully rounded educational environment that includes mental and physical motivation. While participating in our educational programs, we encourage you to establish and maintain good health and exercise habits. Fort Belvoir has many fitness and recreation facilities, including racquetball and tennis courts, weight-training equipment, aerobic equipment, swimming pools, and jogging and walking paths. Graves Physical Fitness Facility and The Body Shop are open during selective hours and require military or civilian identification.

AMSC offers 24-hour access to a variety of free weights and aerobic equipment in its own facilities in the basement of Thayer Hall.

Indoor swimming facilities are available at Benyaard Pool, and you can rent recreation equipment from Sosa Community Center. If you jog or run anywhere on Fort Belvoir, you must wear a reflective vest, which is furnished by Knadle Hall.

Health and Medical Services. If you become ill, you may use DeWitt Army Community Hospital for sick call and medical emergencies. If you are a civilian student who requires medical attention, you must provide a valid civilian identification card, a copy of your travel orders, and a DD Form 689, individual sick slip, to DeWitt medical staff. DeWitt provides medical care for all military students. If you prefer to use outside health and medical services, Mount Vernon Hospital is closest and there are several neighborhood medical clinics located throughout the Fort Belvoir vicinity. You may use either the Dental Referral Bureau or the Dental Referral Service for your dental care.



If you require allergy shots you must include your requirement in your travel orders. We encourage you to bring enough prescription medication to last through the entire program.

Dress Code. Our dress code follows practical rules used in all governmental office settings. You must wear AMSC-issued photo identification during periods of instruction, for class events, and to obtain lunch and dinner on school days. If you are a civilian, you are required to wear business attire during regular class days, and, business dress during speaker presentations. If you are a military member you must wear your BDUs or Class B uniform to regular class days and Class A uniform to ceremonies and guest speaker presentations. You may wear civilian attire to social functions. Exceptions to this rule include team leadership and development exercises and recreational events held during class time, when you may wear casual dress.

Student Services. Student Services offers a wide array of support services including accommodations and room cancellations, special needs, and a copier and facsimile machine. You may stop by and browse through the rack of brochures which detail sites of interest and area recreational facilities. You may also pick up your mail there.

Library. Our library, located in Thayer Hall, offers over 4,000 books and periodicals. You may extract documents, briefs, and reports from our Online Resources database in the Library/Learning Resource Center. Searches and Internet accesses are just a few of the other automated services offered by our library staff. We furnish media services including microfilm, video access, and CD ROM, Proquest Direct, Air University Index to Military Periodicals, and the Defense Technical Information Center database as alternate search tools.

Automation Services. Our Automation Support Group will work with you to help meet your academic needs. We urge you to bring your laptop computer, but advise you to use your local automation support to load Internet/E-mail and remote access applications. We use Microsoft Windows software. You can use our Pentium personal computers with Internet access in each seminar room, our computer lab, and our library.

How to apply.

If you wish to attend either the Sustaining Base Leadership and Management resident or nonresident program or Personnel Management for Executives I or II, you must apply online at <http://www.amsc.belvoir.army.mil>. Our electronic



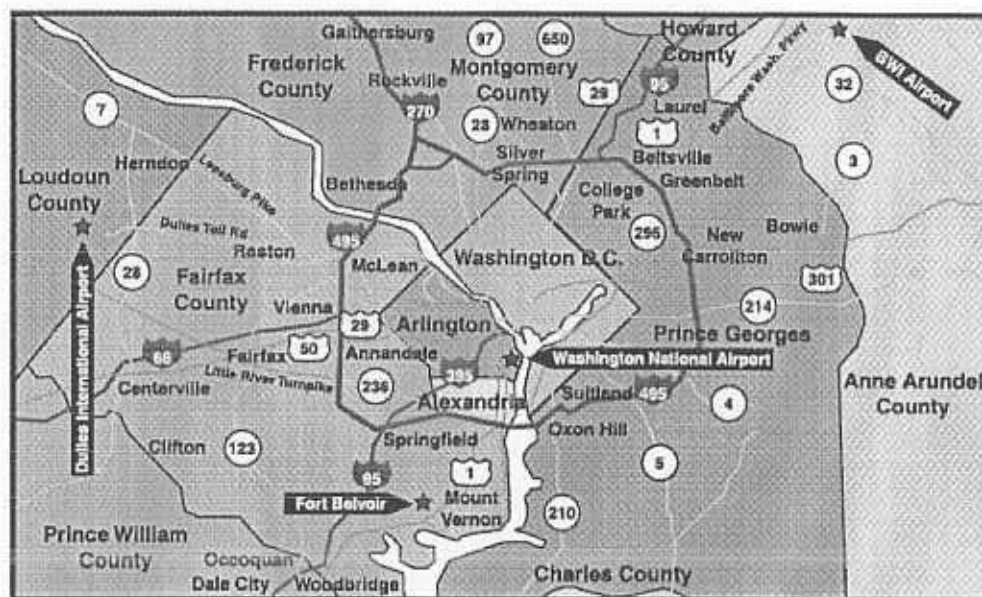
application is menu-driven so as each step is completed, you will automatically progress to the next step.

If you are a board-selected commander, you will attend our Garrison Precommand Course as part of your overall precommand course sequence. Contact your personnel command assignment officer to register. If you are a civilian executive assistant or other eligible Army candidate, contact our registrar's office for enrollment and availability. All general officers are required to attend the General Officer Installation Command Course and if you are eligible, you can schedule a course date with the General Officer Management Office. If you are not a general officer but meet the eligibility requirements for this course, you should contact the Community and Family Support Center for availability. The Personnel Command

Sergeants Major Branch will schedule active duty soldiers for our Garrison Sergeants Major Course. If you are a reserve component soldier, you should contact our registrar's office to register.

How to find us.

To gain access to Fort Belvoir to attend our programs, you must have two pieces of photo identification with you and a copy of your orders. Military or civilian identification ensures access to Fort Belvoir while heightened alert status remains in effect. If you are arriving by private vehicle, display your DOD registration sticker or register your vehicle on Fort Belvoir. To register, you must have proof of insurance, a valid driver's license, vehicle registration, rental car agreement, and proof of military affiliation (military, civilian or DOD contractor employment).



Finding Fort Belvoir from Reagan National Airport. Travel south on Route 1/Richmond Highway through Alexandria to Fort Belvoir. There are many traffic lights, fast food places, and gas stations on both sides of the highway. This business-district route is a slow trip. A preferred alternate route is the scenic George Washington/Mount Vernon Parkway (named Washington Street in town) south through Old Town Alexandria. From the airport's main terminal, follow the green highway signs toward Alexandria. Proceed along the Potomac River past Mount Vernon, historic home of George Washington, until you get to the Route 1 intersection;

turn left (south) on Route 1. Proceed to Pence Gate on Fort Belvoir Road or go one mile south and enter Tulley Gate.

From the Maryland Side of the Beltway (Prince George's County). Take the Beltway (I-495) across the Potomac River via the Woodrow Wilson Bridge and continue on I-495 to the exit for I-95. Go south on I-95 toward Richmond. (See "From I-95 Traveling South").

From Dulles Airport and/or Virginia Side of the Capital Beltway (Fairfax County). Take the Dulles Access Road from Dulles Airport and exit on the Capital Beltway (I-495). Go south toward Alexandria and Richmond. As you reach the lower part of the beltway, exit south on I-95 toward Richmond (see "From I-95 Traveling South") (No Metrorail access).

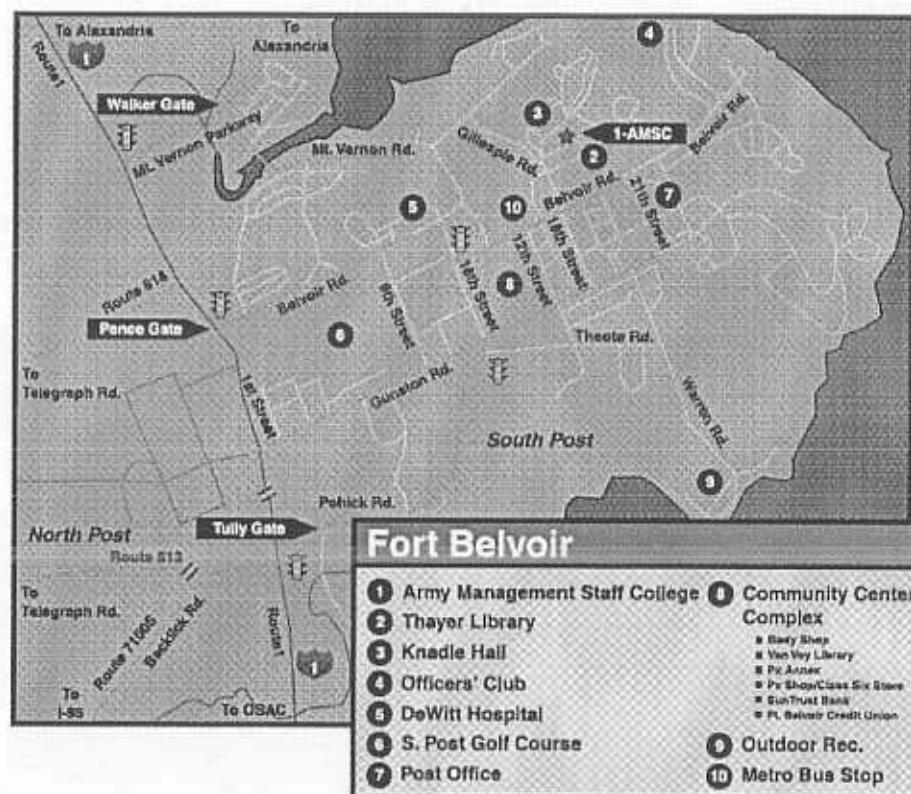
From I-95 Traveling South. Take I-95 south past the Springfield/Franconia exit, and take the exit ramp at I-66 (Newington/Fort Belvoir/Fairfax County Parkway). From there travel south on Fairfax County Parkway for approximately 3

miles to Route 1/Richmond Highway. Turn left (north) on Route 1 and enter either Tulley Gate or go one mile north and enter Pence Gate (Fort Belvoir Road). Turn right onto Fort Belvoir Road and proceed to the south side of the post.

From Richmond I-95 Traveling North. Take I-95 north, cross over the Purple Heart Bridge after passing Woodbridge. Take the Fort Belvoir/Mount Vernon exit #161 (Route 1 North). Proceed 5.4 miles, and then turn right into Fort Belvoir at Tulley Gate. Continue on Pohick Road for one mile to Gunston Road and turn right. Proceed to 21st Street, turn left. AMSC is on the left, facing 21st Street.

Once you arrive and get settled you can use the metrorail system or the bus system to get where you need to go. Bus service is available at the intersections of either 18th St. and Gunston Rd. or 18th St. and Belvoir Rd. The bus is for local transportation only but will take you to the Huntington Metro Station.

Finding AMSC. Our address is 5500 21st Street, Bldg 247. The campus is easy to find from Pence Gate, which is located at the intersection of Route 1 and Belvoir Road. Follow Belvoir Road to 21st Street and turn left. After traveling 1-1/2 blocks, you will see Humphreys Hall on your left. If entering at Tulley Gate, proceed to Gunston Road and make a right. Go one mile and turn left on 21st Street. After the stop sign and the flashing red light, AMSC is the second red brick building (Building 247) on the left.



POINTS OF CONTACT

Office of the Commandant

(703) 805-4701

DSN 655-4701

Office of the Registrar

(703) 805-4756/4757

DSN 655-4756-4757

Facsimile: (703) 805-4675

DSN 655-4675

E-mail: *registrar@amsc.belvoir.army.mil*

Office of Student Services

(703) 805-4751

DSN 655-4751

E-mail: *studentservices@amsc.belvoir.army.mil*

Office of the Dean of Academics

(703) 805-4713

DSN 655-4713

E-mail: *dean@amsc.belvoir.army.mil*

Office of Public Affairs

(703) 805-4759

DSN 655-4759

E-mail: *pao@amsc.belvoir.army.mil*

AMSC voice mail (If calling within the continental U.S. only)

(888) 867-5207

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**ARMY MANAGEMENT STAFF COLLEGE
5500 21ST STREET, SUITE 1206
FORT BELVOIR, VIRGINIA 22060-5934**